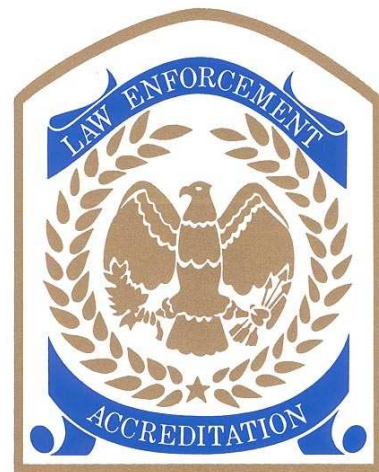


★ Muscatine Police ★

Annual Report 2011



**A Nationally Accredited Law Enforcement Agency
Protecting and Serving Since 1851**

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Muscatine Police Department

LETTER OF TRANSMITTAL

TO: *Muscatine Mayor and Council*

THROUGH: Gregg Mandsager, City Administrator

DATE: December 2011

FROM: Brett Talkington, Chief of Police

SUBJECT: Police Department Operational Report, 2011

The Muscatine Police Department submits an annual Operational Report to the Mayor and City Council as part of the requirements of our national accreditation. The purpose of this report is to provide an update of police department activities, and to identify the major issues facing the department at this time. In addition, this information will hopefully provide some insight into the future trends or emerging issues which may impact the delivery of police services in some way.

This was my first year as the Police Chief in Muscatine. It has been an exciting and challenging time. I have many supervisors that have made the transition smooth. We have all seen changes for the good of the department and none of this could have happened without the hard work and dedication of supervisors and officers alike. The patrol division is and always will be the backbone of the department. We have many dedicated officers that place their lives on the line everyday. The citizens of Muscatine should be very proud of the job the officers do on a daily basis.

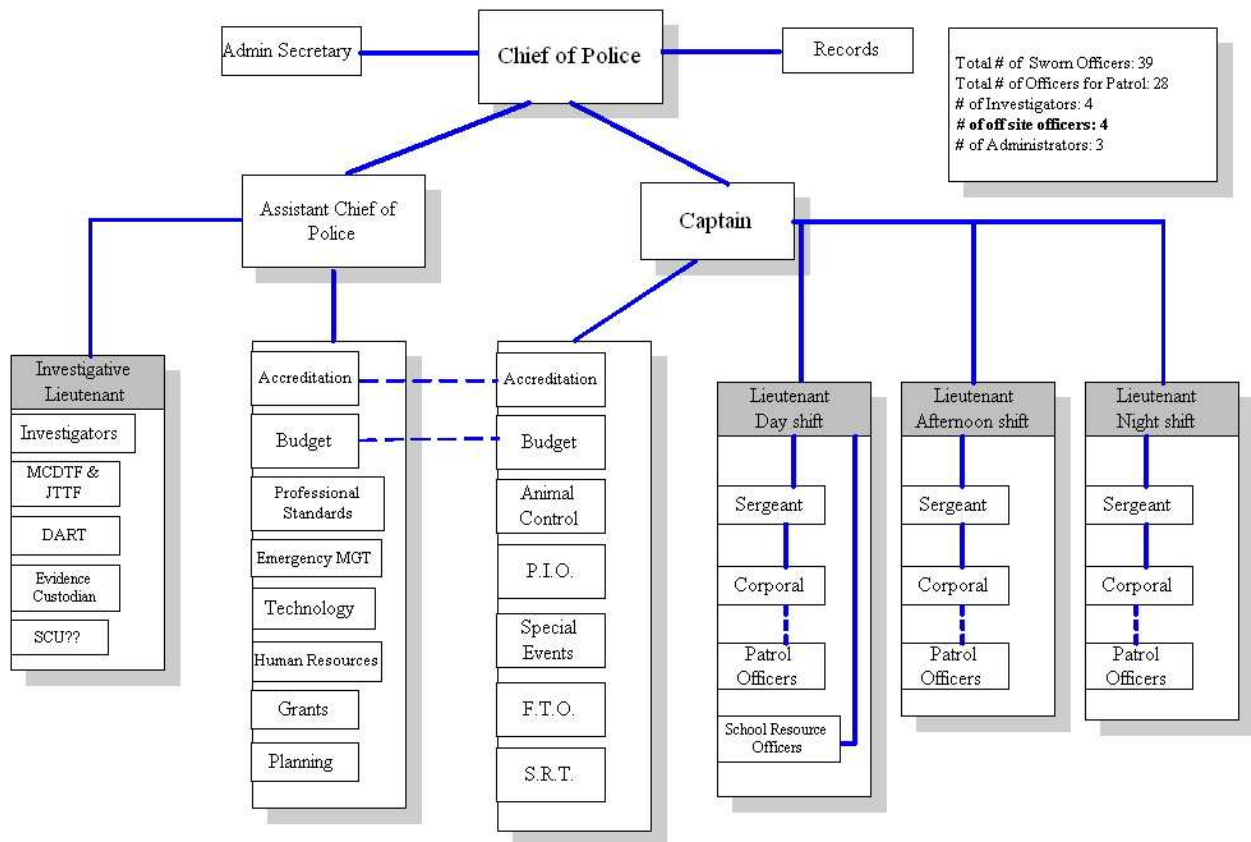
The department saw many changes in the last year with a new Police Chief, promotions of a new Captain of Patrol, 1 Lieutenant, 2 Sergeants, and 2 Corporals. This has been a whirlwind of new roles and responsibilities within the department. Everyone has seemed to settle into their new roles nicely. It has

been challenging and exciting all at the same time. Everyone brings new ideas and that is ideal for the department in general. Collectively the supervisors and officers have worked together as group to see the benefits of community policing and problem orientated policing. I feel this has benefited the whole community.

I hope that this annual report is useful and helpful when considering the state of the city as it pertains to your police department. The statistics we provide are meant to give a numerical overview of what's happening in our city but always remember not to put your faith in what statistics say until you have carefully considered what they do not say.

Credit for the preparation of this report and the development, procurement and gathering of the information contained herein, goes to many people. It is the combined effort of administrative, supervision, line-officers and clerical personnel. It is our collective hope that this information is as useful to others as it is to us as we look at the issues currently facing the department, and those that through no control of our own will continue to face us in the future.

Muscatine Police Department Organizational Structure



Every organization needs/has structure. Perhaps the best definition of a police organization is that it is a system of consciously coordinated activities, with a common goal, divisions of labor, coordination of effort, and most especially in our domain, a hierarchy of authority. No other department of city government has more of a need for such a hierarchy, than the police. Million dollar jury awards are routinely leveled against cities all over the nation, for things that police do and shouldn't have, or do not do, and should have.

The structure of this organization plays a very important role. Not just in authority and responsibility, but in active "risk management." To the casual observer, an organizational chart may look like a genealogical attempt gone wrong. In the law enforcement environment, it helps to explain how the organization functions. An organizational chart reveals four basic dimensions of the organization's structure:

1. Hierarchy of Authority (who reports to whom).
2. Division of labors (what group performs what function).

3. Span of control (how many people are supervised).
4. Line and Staff position (who is doing what).

The theory behind the dimensions of this organizational structure demonstrates the basic tenants of our operational theory, as illustrated below:

1. Division of Labor (people become proficient when they perform standardized tasks over and over again).
2. Hierarchy of Authority (a formal chain of command ensures coordination, accountability and responsibility).
3. Rules and regulations (carefully formulated and strictly enforced rules assure some behavior, and prohibit other behaviors).
4. Administrative Impersonality (personnel decisions such as hiring, promotional eligibility, and firing are undertaken in-part by an authority (Civil Service Commission) other than the organization's chief executive officer).

The Muscatine Police Department has historically followed a traditional organizational model, much like most other law enforcement agencies. For the most part, law enforcement has embraced such an organizational structure because law enforcement has traditionally functioned best through a coordination of effort, much like the military. Coordination of effort is achieved through formulation and enforcement of policies, rules, and regulations. Our chain of command is nothing more than a control mechanism dedicated to making sure the right people do the right things at the right time.

PATROL DIVISION

The patrol division is comprised of three shifts that work four 10-hour days. The day shift runs from 07:00 am – 05:00 pm, the afternoon shift operates from 03:00 pm – 01:00 am, and the night shift operates from 09:00 pm – 07:00 am. Each shift is assigned a Lieutenant, a Sergeant, 2 Corporals and 5 Police Officers for a total of 9 members per shift. The Muscatine Police Department adopted this 10-hour schedule in July 2008. Initially, only the afternoon and night shift were placed on this schedule but by July 2009 it had grown to incorporate the day shift. This resulted in having anywhere from 8 to 10 patrol officers on duty during peak hours of operation.

This overlapping of the shifts has allowed for planning and scheduling of special details that were difficult if not impossible to organize under the old schedule. It has helped reduce the amount of overtime spent on officers having to stay past their shift for arrests and report completion. It has also aided the department to conduct in service training more efficiently and with less overtime by conducting the training during these overlaps.

By the end of 2010, the Muscatine Police Department had lost several personnel for various reasons. As it takes several months to replace just one individual due to the hiring and training process, this forced the department to reconsider the shift assignments in an effort to keep meeting minimum manpower requirements. In January of 2011, the day shift returned to a five 8-hour day schedule operating from 07:00 am to 03:00 pm, while the afternoon and night shifts remained on the four 10-hour day schedule. As we near the end of 2011, the Department's manpower has returned to a sufficient enough level to allow the day shift to return to the four 10-hour day schedule beginning January 2012.

Since 2008, the Muscatine Police Department has made a concentrated effort to address the issue of excessively loud vehicles, either loud stereo or loud exhaust. In 2008 there were 25 citations issued that pertained to noise violations involving vehicles, followed by 45 citations in 2009 and 31 citations in 2010. 2011 was much the same with 30 citations being issued. Officers will continue to address this issue into the year 2012. It is the hope to see a further decline in issued citations as the continued enforcement creates more compliance within the community.

The patrol division also addressed a complaint of excessive noise caused by large trucks that were engine braking as they came into the city on Mulberry Ave. The speed zone in this area drops from a 55 mph zone to a 35 mph zone as vehicles approach the stop light located at the Hwy 61 Bypass. After monitoring the area, officers were able to identify a particular company whose trucks were responsible for the violations. One of their drivers was stopped and the issue was addressed. Since then there have been no additional complaints and the problem seems to have corrected itself.

Gang activity continued to be a problem within the community throughout the 2011 year. The year began with a drive by shooting, which circumstances surrounding the incident showed a strong gang connection. There were also several serious assaults that took place within the community, which the department can identify as being gang related. Gang graffiti continues to go up around the city and drug trafficking activity remains high with the local gangs. Many of these crimes have gone unresolved largely due to the department's lack of current intelligence information on the gangs and the inability to assign personnel full time to the investigation of these crimes when they occur.

Since the Street Crimes Unit was disbanded in 2004, the community has seen steady rise in gang membership, the level of sophistication in which the gangs are operating at and the amount of crime they are involved in. Once the Street Crimes Unit was disbanded, the department began relying on members of the patrol division to collect intelligence on the gangs. This proved ineffective largely due to the patrol officer's inability to perform this function on a daily basis. In the spring of 2010, another drive by shooting prompted the department to try and revive the Street Crimes Unit at its current staffing level. The Department was only able to sustain the two-man unit for a couple of months before staffing levels forced it to be disbanded. In July 2011 the city council approved another position for the police department with the intent it would be used for replacing the Street Crimes Unit. The department was able to hire the extra position and has been waiting for that officer to complete their training so the manpower would be there to bring the unit back.

In May of 2011, the department applied for the federal COPS grant in an effort to get an additional officer for the Street Crimes Unit as well as a School Resource Officer. In October of 2011, the department received word that it had been awarded both officers under the grant and the city council approved the offer. The department is now moving ahead with reviving the Street Crimes Unit program. The officer the department hired to fill the first position is now at

the end of their training and the department expects to have the first position filled around the beginning of January 2012. It is the hope of the department to have the second position filled shortly thereafter.

The Department is very excited about the prospect of having an active Street Crimes Unit again. The additional manpower will once again allow the department to make gang activity within the community a top priority and will hopefully have an impact on the growth of gangs in Muscatine.

Muscatine Police Department Division of Investigations Operations 2011

General Information

The Muscatine Police Department, Division of Investigations includes seven (7) sworn police officers. There are three (3) Major Crimes Unit investigators, two (2) Muscatine County Drug Task Force investigators and one (1) Joint Terrorism Task Force Office investigator with one (1) Supervising Lieutenant making up this group.

Current Operations and Trends

Through November 20th, 2011, The Major Crimes Unit (MCU) has been assigned a total of 54 sexual abuse investigations. A majority of these investigations are reported to the MCU through the Iowa Department of Human Services (DHS). If the report involves the possible abuse of a child by a caretaker then DHS remains involved in the investigation and if not, the case is turned over completely to the MCU. Unfortunately, most of the sexual abuse investigations conducted by the MCU involve children under the age of 12. So far in 2011, arrests have been made in 17 of those investigations. Half of the investigations, (27) resulted in the case being unfounded. For a case to be unfounded it either means that the victim or witnesses were not completely truthful during the initial reporting phase and no crime occurred or that it was determined that the crime occurred outside our jurisdiction.

The MCU then works with the Mississippi Valley Child Protection Center (MVCPC) located here in Muscatine. The MVCPC exists to provide a safe environment for alleged victims of child abuse to come to talk about their experience of abuse/violence. The MVCPC provides forensic interviews, medical exams, advocacy, play therapy, community education and case review to victims of violence and their families. The programs at Mississippi Valley Child Protection Center help ensure complete and comprehensive services for child victims of abuse while avoiding any duplication of such services. The center's multi-disciplinary team includes the Iowa Department of Human Services, local law enforcement, the county attorney's office and Family Resources rape sexual assault and domestic violence programs. The approach involves collaboration among all agencies involved in the initial investigation of child sex abuse cases.

Sex abuse investigations consume a considerable amount of investigator's time. On average, an individual sex abuse investigation is estimated to consume approximately 45 hours of investigative time (initial interview to typed report). Evidence collection of an incident of this type can also be rather large since it can include bed sheets and comforters, pillowcases, clothing and sexual assault kit. The storage of evidence of this type may also have to be kept for a minimum of 10 years or up to 10 years after the victims 18th birthday. Search warrants are sometimes done in these circumstances which will add several hours of manpower to the investigation.

As of November 24th, 2011, 268 cases have been assigned to the MCU. Out of these cases, (51) remain open investigations, (81) have been cleared by arrests, (61) were determined to be unfounded, (59) cases were inactivated, and the rest have been cleared by some sort of exceptional means. For a case to be inactivated means that it remains unsolved but leads in the investigation have dried up or proved to be dead ends. In instances where suspects or offenders are later developed, an investigator reopens the case.

The city of Muscatine saw a slight increase in burglaries in 2011. The number of burglaries increased from 355 in 2010 to 409 in 2011 during the same time period. The MCU is working closely with the Muscatine County Sheriff's Office as the Sheriff's Office had a burglary just outside the city limits where a witness saw suspects stealing a television from a neighbor's residence. Several suspects were developed from this investigation and the suspects happened to live in the city of Muscatine. A form of electronic surveillance was put on the vehicle used in this burglary so that 24 hour surveillance could be placed on this vehicle. This investigation is continuing as this report is being completed.

Muscatine County Drug Task Force (MCDTF)

Muscatine County Drug Task Force Statistics (January to November 24th):

Activities

Arrested (78)

Searches conducted (70)

Drug Seizures

Meth Labs (14)
Cocaine (4,589 grams)
Methamphetamine (8.8 grams)
Ice-Methamphetamine (92 grams)
Marijuana (14,764 grams)
Marijuana Plants (1,109)
Prescription Pills (828)
LSD Tablets (623)

Other Seizures

Firearms (6)
Currency (\$61,174)

Joint Terrorism Task Force

The JTTF continues to assist in FBI/JTTF investigations. The majority of time in the aforementioned investigations is spent assisting with surveillance and investigating “person(s) of interest” in our geographical area who may be involved in terrorism, or assisting in the fund-raising of monies to support terrorism here and abroad.

The JTTF has also assisted local agencies, ours included, with on going investigations where the tracking and locating of persons of interest has become paramount. They operate as an intelligence function only offering their support in the intelligence field. They will take on a role as a point of contact and get what support is needed from other agencies as well.

Every month JTTF personnel continue to participate in intelligence meetings held in our region. JTTF personnel’s primary duty is sharing intelligence information that was received from other Fusion centers, area law enforcement agencies, the US Department of Homeland Security, FBI, and the military. Every couple of months JTTF personnel meets with the other Fusion Centers in Iowa and Illinois to coordinate activities with each other. When criminal intelligence is gathered concerning our jurisdiction, such information is then passed on to MPD officers with the intent of assisting them on the street.

Equipment:

The JTTF has provided the Muscatine Police Department on a (semi permanent loan basis) a Remington Eyeball “Throw Ball” system, to be utilized for a barricaded subject and/or hostage situation. This has been available to us for the past two years. They have also provided equipment specifically need for surveillance operations such as pole cameras and tracking devices.

Training for Department Personnel:

JTTF continues to assist in securing attendance in the Law Enforcement Intelligence Network, (otherwise known as “LEIN School”). The school allows department personnel to spend two weeks learning how to gather and analyze intelligence. This year one MPD officer attended LEIN School at no cost to the city. Two MPD officers were then sent to the annual LIEN training conference this fall, again at no cost to the city. It is anticipated JTTF will cover the cost of sending two more MPD officers to LIEN school in the spring of 2012.

Objectives to be Accomplished

The Investigative Division’s primary goal is to proactively deter crime, whether it involves the violent crimes such as sexual assault/abuse that the MCU focuses on or the drug crimes which the MCDTF focuses on. The MCU will continue to strive for advanced training in areas homicide investigation, sex abuse investigation and cyber-terrorism preparedness. The MCU will continue to have a primary focus on victim orientated offenses (homicide, sexual assault, child pornography) with property offenses (burglary, theft, criminal mischief) as a secondary priority.

Muscatine's Juvenile Crime Issue

There are currently about seventy million Americans under the age of 18, or a quarter of the total US population. Juvenile crime statistics report that 2.11 million juveniles were arrested in 2009. This accounts for 17 percent of all arrests and 15 to 25 percent of all violent crimes. According to juvenile crime statistics, murder accounted for five percent of violent crimes committed by juveniles, 12 percent for rape, 14 percent for robbery, and 12 percent for aggravated assault. Juvenile crime statistics rates have steadily dropped since 1994 when crimes involving juveniles reached a record high. Since 1994, juvenile crime statistics have dropped by forty seven percent¹.

Juvenile crime statistics show that crimes committed by juveniles are most likely to occur on school days in the hours immediately following the end of a school day. On non-school days juvenile crimes are most likely to occur between the hours of eight and ten at night. Probation is one of the most common sentences given to a juvenile criminal. Fifty eight percent of all juvenile sentences involve probation punishments. In fourteen percent of juvenile crime cases, the court orders out-of-home residential placement of offenders. The proportion of children living in single-parent homes more than doubled between 1970 and 2009 from 12% to 26%¹.

Between 1984 and 1994, the number of firearm related homicides committed by known juvenile offenders quadrupled. The sharp decline in homicides by known juvenile offenders between 1994 and 2002 was attributable entirely to a decline in homicides by firearm. Between 2002 and 2006, while the number of non firearm-related homicides committed by known juvenile offenders increased slightly (5%), murders by juveniles with firearms increased 42%. In the early 1990s, about 80% of known juvenile homicide offenders were involved in firearm-related homicides; this percentage fell to 62% in 2001 but rose to 72% by 2006¹.

Muscatine Juvenile Crime; In the 21st Century

In the chart marked "Juvenile Arrests" you will see the number of juvenile arrests made by the Muscatine Police Department over the last seven years as well as those through mid-November of 2011. The numbers appear to be steady, with some slight decreases, until 2006 when there was a significant drop in the number of juvenile arrests. Should we call this the beginning of a

downward trend? If so, when we add in the numbers for 2008 and 2009 it would appear that the downward “trend” was short lived because the number of juvenile arrests in 2008 and 2009 rose sharply.

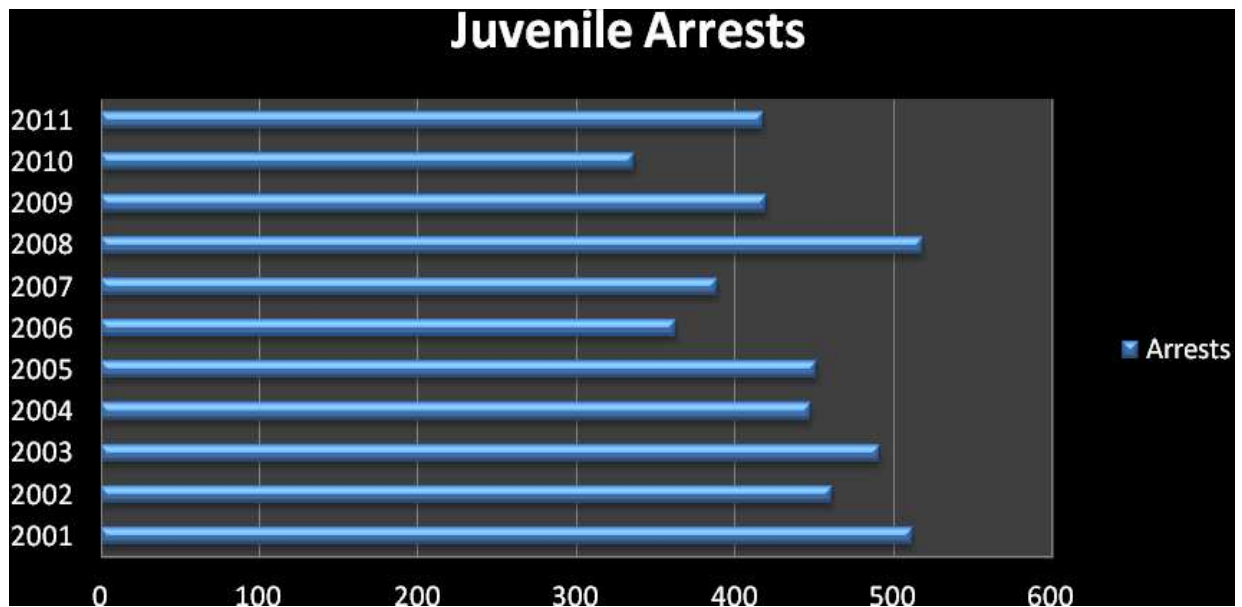


Chart 1

Why were there such a large decrease of juvenile arrests in 2006 and then such a sharp increase of juvenile arrests in 2008? There are several potential causes for these numbers. We certainly know that there wasn't a lack of juveniles in Muscatine in 2006. So, did the numbers indicate to us that the youth in our community just committed less crime in 2006? As much as we may wish that were true, odds are that there are other, more plausible reasons. Past experience tells us that there is no single explanation for the drop however if we look closely at the breakdown of the number, some patterns may emerge.

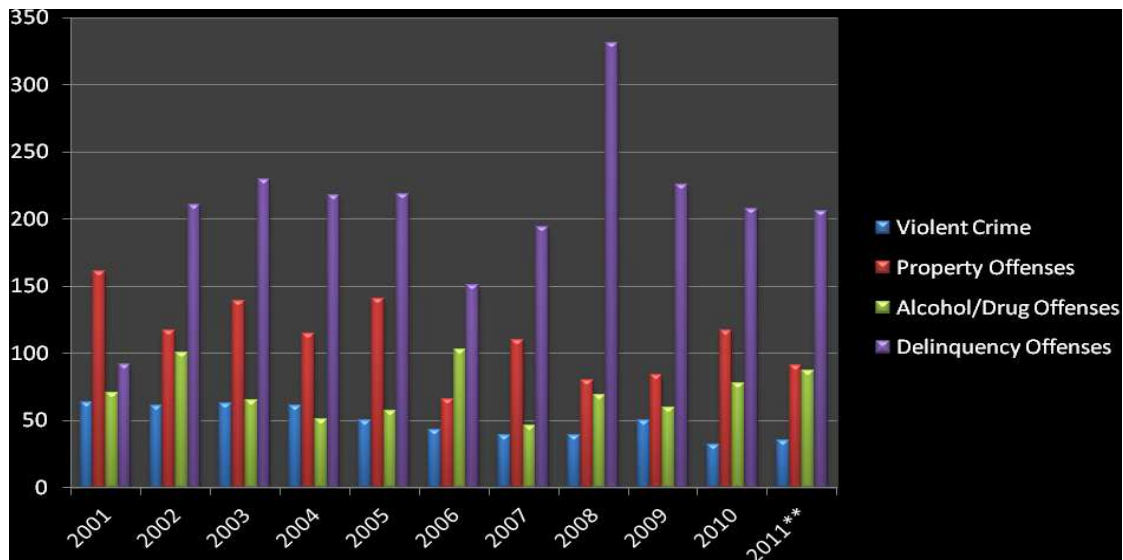


Chart 2

The information in the above graph is arrests of juvenile offenders made by the Muscatine Police Department over the last seven years and those of 2011. The data is broken down into four separate categories. Those categories are;

Violent Crimes – Any crimes perpetrated against an individual or groups such as Murder, Rape, Robbery, Assault and Kidnapping.

Property Crimes – Any crimes involving the theft or destruction of real property such as Arson, Burglary, Theft, Fraud, Forgery and Vandalism.

Alcohol/Drug Crimes – All offenses related to use, sale or consumption of either drugs or alcohol.

Delinquency Crimes – This category is basically all others not previously listed such as Curfew, Disorderly Conduct, Trespassing and other offenses deemed delinquent.

The numbers do show, as in the national studies, that arrests for violent crimes have steadily declined over the last seven years, while the others remain relatively unchanged until 2006. Violent and Property crimes are generally reported to the police department by the victim or witnesses to the incident. Whereas delinquency and, to a certain extent, alcohol/drug offenses are generally found by officers during the course of their patrols. Using this as a starting point, it is safe to say that lower staffing levels within a police department may

not have an effect on the number of criminal acts committed by juveniles but it does have a direct effect on the number of juveniles arrested for those criminal acts. These numbers seem to indicate that there is a direct correlation in the amount of time that an officer needs to investigate violent and property crimes, since they are generally reported to us, as opposed to his/her ability to enforce alcohol/drug or delinquency crimes, which usually are offenses discovered by officers while on patrol.

In July of 2008 the department implemented a 10-hour work schedule for our afternoon and night shifts. This allowed a four hour overlap where officers could be assigned to special details and targeted patrols. The number of arrests for delinquent acts by juvenile offenders is markedly up from past years. The schedule is proof of what our department can accomplish with adequate manpower. As noted earlier in this report, a lot of juvenile crime, nationwide, has been occurring the first two or so hours after school lets out. In July of 2010 the department implemented 10 hour shifts for the day shift to help target that very issue. However, due to staffing issues this was a short lived experiment, though because of recent staffing increases, beginning January 1st of 2012 the Day Shift is slated to return to a 10-hour schedule. The question we must ask ourselves is will the recent increases in staffing levels within the Department have a corresponding effect on arrest statistics?

Chart 3 below shows the number of juvenile arrests made by the Muscatine Police Department during the last decade in comparison with the total number of arrests. Numbers for 2011 are also shown, though only through November 30th. The data supports the concept that the number of officers “on the street” seems to have a direct bearing on the amount of arrests made for criminal offenses of all types and for all ages.

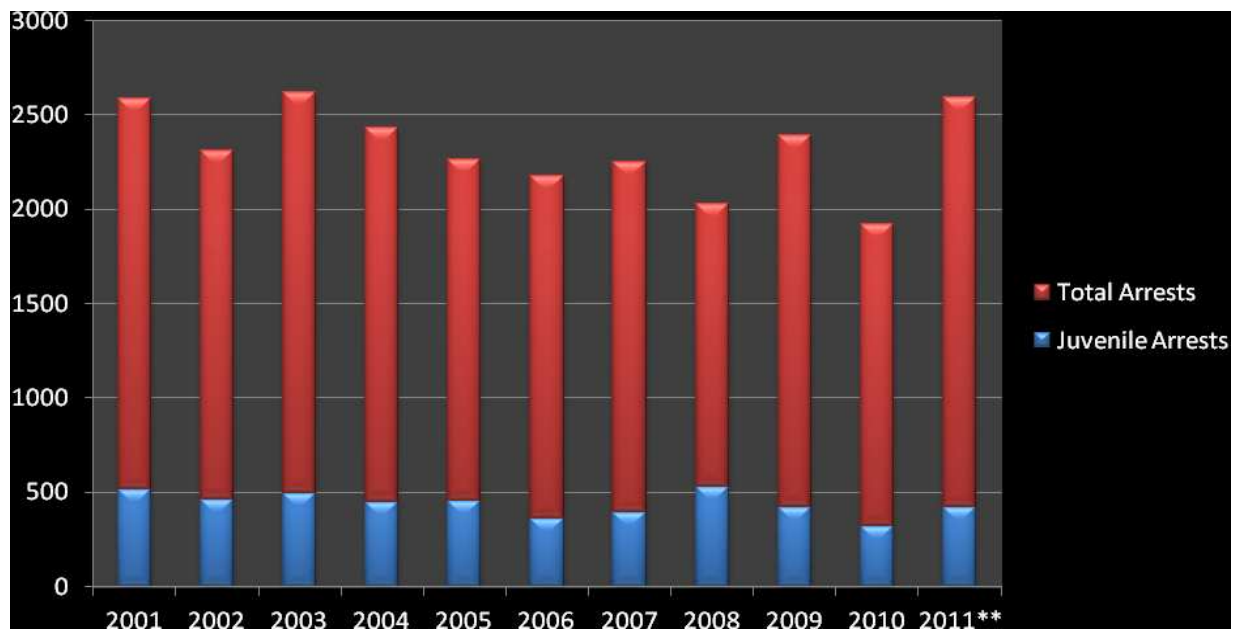


Chart 3

On this final chart you will see the raw numbers. According to the United States Census Bureau persons under the age of 18 make up approximately 25% of the total population of Muscatine County. A past survey of the community by the Muscatine Police Department showed that the majority of people in Muscatine consider juvenile crime a low priority however the numbers below show us that juvenile offenders made up as much as 35% of the total number of arrests made by the Muscatine Police Department in 2008, but only 21% of the total arrests in 2009 and 20% in 2010.

| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011** |
|------------------|------|------|------|------|------|------|------|------|------|------|--------|
| Juvenile Arrests | 513 | 462 | 492 | 448 | 452 | 363 | 391 | 531 | 420 | 323 | 418 |
| Total Arrests | 2077 | 1849 | 2126 | 1983 | 1812 | 1812 | 1861 | 1498 | 1972 | 1595 | 2175 |
| Percentage | 25% | 25% | 23% | 23% | 25% | 20% | 21% | 35% | 21% | 20% | 19% |

Chart 4

** - Data from 2011 is for 11 months only.

1. Office of Juvenile Justice and Delinquency Prevention (www.ojjdp.gov).

Problem Oriented Policing (POP)

Muscatine Police Department

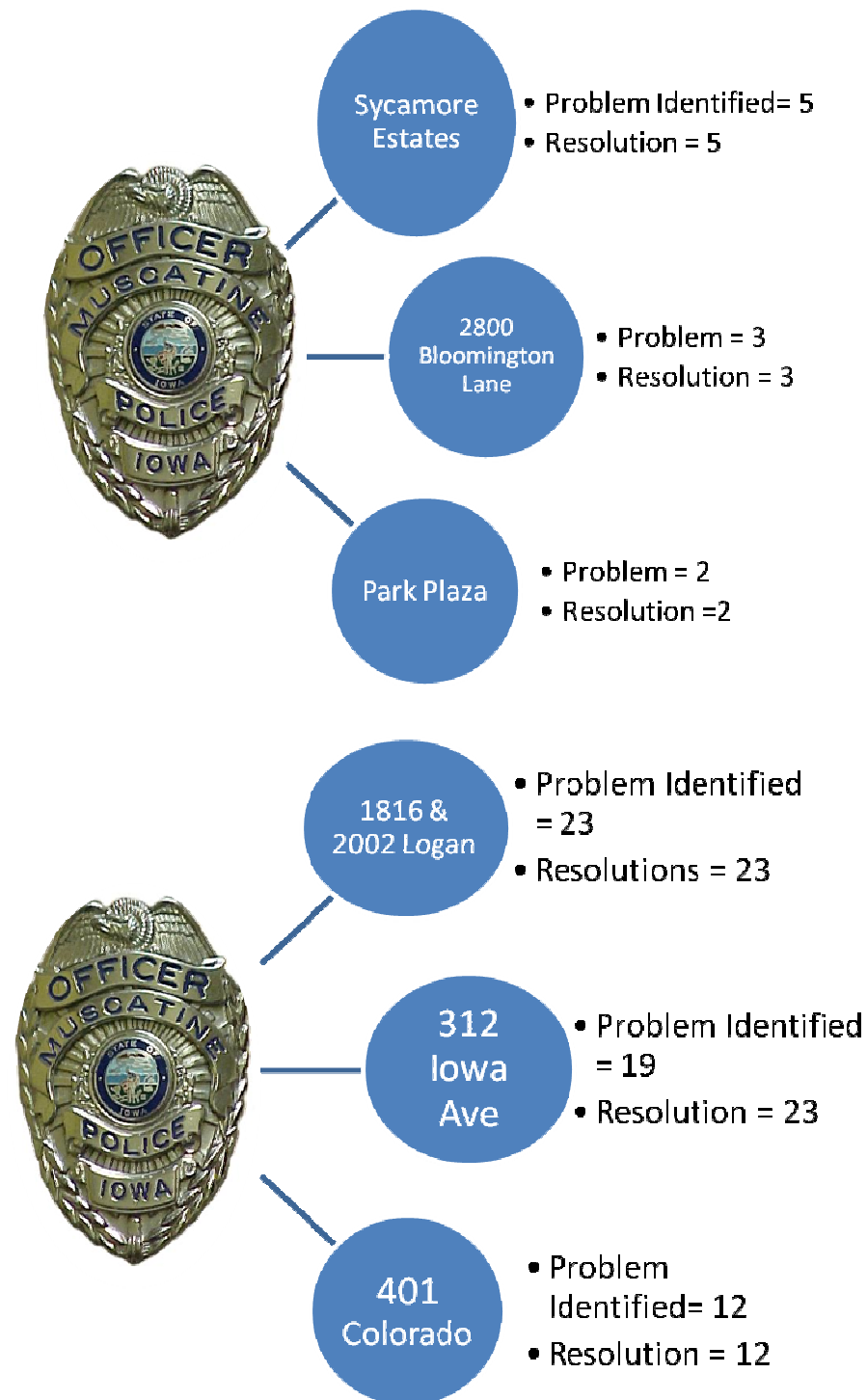
Approximately four years ago the Muscatine Police Department and its members transitioned from a traditional philosophy of policing and transitioned into a more modern style known as problem orientated policing otherwise known as “POP”.

Problem Orientated Policing can be defined as:

*A strategy that involves the identification and analysis of **specific crime** and **disorder problems**, in order to develop effective response strategies in conjunction with ongoing assessment. This strategy places more emphasis on research and analysis as well as crime prevention and engagement of public and private organization in the reduction of community problems.*

With the implementation of a new work scheduled which began in July 2008, members of the Muscatine Police Department have worked diligently at identifying the needs of the community and formulating new solutions to those problems. Most notable, within this same time period, are police efforts which focus on the reduction of gang activity, decline in curfew violations, burglary suppression and traffic enforcement. During the same period of time the uniformed division of the department began to devote a significant amount of toward address and dismantle the causes of crime at a community level. Partnership with the community grew and a heightened level of accountability to the community was enhanced.

Most recently, the Muscatine Police Department has engaged in four specific problem orientated policing activities in the last twelve months. To begin with, the 1st shift has carried on with the POP objectives by taking a more traditional approach toward POP problem solving. Since the inception of the MPD POP program, 1st shift developed a program coined “POPCAN” or more notably known as “Problem Oriented Policing Community Awareness Network”. Each personnel of the 1st shift is assigned an apartment complex, given a goals and objectives needing to be met on a monthly basis and required to produce written documentation per visit of the apartment complex. For a more of a visual effect of the outcomes of this POPCAN program, please see below graphs.



Research conducted from 01/01/11 to 11/29/11

Likewise, the 1st Shift developed and continues to implement the “PLANT” program (Police Landlord Association Networking Team) within the community. Simply stated, “PLANT” networks local landlords with members

of the police department wherein information is shared assisting both parties involved. The following are parameters of leading to the success of the program.

PROGRAM INITIATIVE

- Conduct background checks of perspective tenants to assist Muscatine landlords.
- Build increased sense of safety among Muscatine Citizens.

BENEFITS:

1. Enhance communication between the Landlords of Muscatine and the Police Department.
2. Establish a working partnership through the exchange of information with the intent of building safer neighborhoods.
3. Exposes the Muscatine Police Department to a greater population increasing provided services.
4. Encourages long term business relationships between the Muscatine Police Department and the Muscatine Landlords Association.

WHAT THIS PROGRAM IS NOT:

1. Policing of the Landlords.
2. The Police Department wanting to run your business.
3. Landlord information being provided to anyone other than the Police Department.

As of the date of this report, the “PLANT” program has logged approximately eighteen hundred and fifty (1850) tenant contacts with the approximately twelve (12) separate referrals.

During calendar year 2011, 2nd shift initiated operation “Clean Sweep”; a proactive program focusing on the preventative measures taken to eradicate graffiti. Five specific areas have been outlined by the 2nd shift as obtainable goals for the program.

- ✓ The most effective way to prevent graffiti is to remove it promptly. Studies show that removal of graffiti within 24-48 hrs results in nearly zero rate of reoccurrence.
- ✓ Report graffiti to the Police Department
- ✓ Restrict access to graffiti prone areas by planting trees or other greenery
- ✓ Install lighting in areas that are dark and targets for graffiti
- ✓ Use graffiti resistant surface treatment

As of the date of this report, eleven (11) Muscatine residences have been identified with graffiti with all but two of the residence complying with the Muscatine City Ordinance (7-26-3). The two outstanding residences remain within the ordinance time period prior to citation and will be followed up on with the intent of maintaining a 100% compliance rate with the City's ordinance.

Third Shift rounds out the Problem Orientated Policing efforts by focus on the Muscatine Business District or what is more commonly known as the "Downtown" area. Recent concern has arisen involving the safety of the public in this area after nightfall arrives. Many of the City's local bar owners are located in the downtown area and have become the topic of concern. It has been reported residents do not feel safe in this area during peak bar hours (10:00 p.m. to 02:00 a.m.). These concerns are being brought forward on the presumable due to the volume of incidents that are taking place in and around this area during the aforementioned time. An additional concern is the amount of people getting into vehicles driving under the influence and putting the other drivers as well as pedestrians at risk.

To this end, the above listed topics continue to be the focus of the 3rd Shift resulting in the following efforts.

- Uniformed officers are conducting increased random bar checks to increase presence
- Uniformed officers escorting those individuals from the premises that appear intoxicated as well as being identified by patrons as being confrontational
- Special traffic enforcement details assigned to target intoxicated motorists

- Uniformed officers speaking with patrons and giving random breath test to voluntary patrons to educate patron on intoxication levels.
- Incorporate plain clothes officer details enforcing the above listed actions

On November 7th, 2011 the 3rd shift hosted a “Town Hall” style of meeting at the Muscatine Public Safety Building. Attending were the local bar owner/business persons of the community. During the meeting information was disseminated and a question / answer session was made available concerning the liquor license rules as well as city ordinances related to serving of intoxicants to the public. The meeting was met with positive review as a member of the Muscatine Journal attended and wrote of its details.

As of the date of this report, 3rd shift has totaled 176 calls for service resulting in 60 number of arrests.

The Muscatine Police Department continues to improve upon its partnership of working together with area business owner, landlords and residents with the intent of providing the safest community possible for our children and families. The Muscatine Police Department encourages these entities to work in cooperation with the police department in offering assistance in City and State code compliance, reporting of crimes, and mutual communication with the police department. It is through these avenues of communication that Muscatine will become a better place for our families and children to feel safer and for our business to have greater opportunities for economic prosperity.

Law Enforcement Accreditation

Law Enforcement Accreditation began with the creation of the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in 1979. The Commission was created through the joint efforts of the major law enforcement executive associations:

- International Association of Chiefs of Police
- National Organization of Black Law Enforcement Executives
- Police Executive Research Forum
- National Sheriff's Association

The purpose of CALEA's accreditation program is to improve the delivery of public safety services. Their stated goals are:

- Strengthen crime prevention and control capabilities
- Formalize essential management procedures
- Establish fair and non-discriminating personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination
- Increase community and staff confidence in the agency

CALEA's governing body is comprised of twenty-one commissioners. Eleven must be law enforcement practitioners and the remaining ten are selected from the public and private sectors. The commissioners are appointed by the four founding law enforcement organizations and serve without compensation.

There are currently more than 600 accredited law enforcement agencies in the United States and also some in Canada, Mexico and Barbados. In the State of Iowa, there are ten agencies involved in the accreditation process with seven of them fully accredited.

The Muscatine Police Department received its initial accreditation award in December of 2000. Since that time we have been awarded reaccredited status in 2003, 2006 and 2009. Our next reaccreditation should occur in November of 2012.

Due to recent promotions and manpower shortages our future accreditation efforts have been in flux. We are in the process of training a new Accreditation

Manager, Sgt. Chad Said, and hoping to keep moving forward towards the goal of the reaccreditation in 2012. Accreditation puts the police department in much better position to defend against any lawsuits which may arise since the department is complying with “national” standards of operation, and not merely standards developed by the police department. Having people from outside the agency come in to critique our policies and procedures, and help us identify those which do not meet national standards is a plus for the department as well as the city. Being accredited also lends itself to lower overall insurance premiums for police liability insurance.

Automated Traffic Enforcement

BACKGROUND

In 2010, the City of Muscatine awarded the contract for our Automated Traffic Enforcement (ATE) initiative to Gatso USA. Through accident data as well as speed and red light violation surveys we decided that eight (8) approaches at five intersections would receive the equipment. The system was set up to monitor red light violations as well as speed violations at all five (5) intersections. The intersections selected for the ATE equipment were:

Washington St at Park Ave (north and south approaches)
Cleveland St at Park Ave (north and south approaches)
Cedar St at Houser St (east and west approaches)
University Dr at US Hwy 61 (westbound approach)
Mulberry Ave at US Hwy 61 (westbound approach)

The ATE equipment was built and installed by Gatso USA at no cost to the City of Muscatine. The City and Gatso USA worked closely with the Iowa Department of Transportation to ensure that the entire construction and sign placements were completed to their requirements. Winter weather delayed the construction process during December and January. Each intersection has speed limit signs and red light signs that clearly advise that photo enforcement equipment is used at those intersections. In addition to those signs, the City elected to put up “traffic laws photo enforced” signs on every corporate limit signs posts on roadways entering Muscatine.

The camera/radar system detects violators and passes the violation information to a Gatso employee who verifies that a violation appears to have occurred and then they create a violation package that includes location information, violation information and vehicle information. This event package is then sent to our department for review. A police officer who has been trained on the system reviews the data and determines if a violation of the city ordinance has actually occurred and if the violation, location and vehicle information matches what is viewed in the photos and video. If everything matches up and a violation has actually occurred then the officer will issue a citation.

The ATE equipment not only detects and documents red light and speed violations but also has other capabilities. The system can be set for license

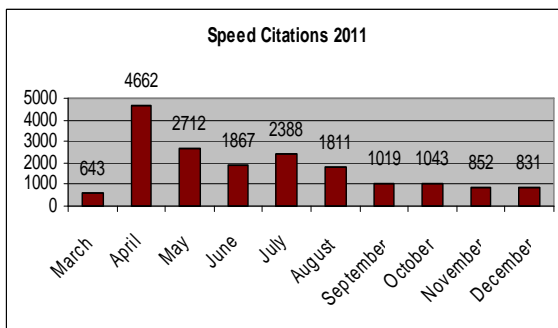
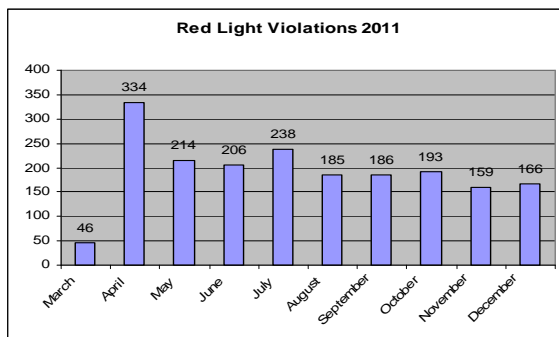
plate recognition for Amber Alerts or other major crimes that occur close to these intersections. The video that the system archives has been used multiple times as evidence in court for citation issued due to traffic crashes in the area of the ATE equipment.

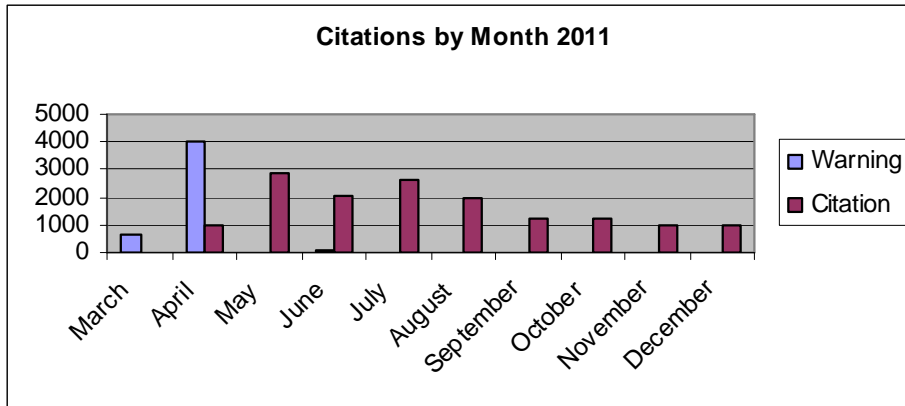
On March 11, 2011, the Automated Traffic Enforcement equipment was activated at the intersection of Cedar St and Houser St. On March 18, 2011, the Automated Traffic Enforcement equipment was activated at the intersections of US Hwy 61 and Mulberry Ave, US Hwy 61 and University Ave and Park Ave and Cleveland St. Because of property questions and construction delays, the intersection of Washington St and Park Ave wasn't active until May 21, 2011. Each intersection had a warning period of 30 days.

CURRENT STATISTICS

As stated earlier in this report, as each intersection was activated there was a 30 period where warning notices were mailed in lieu of citations. As each intersection entered the warning period a press release was issued advising the area public about this as well as the notice being placed on the City of Muscatine's website. There were a total of 4,792 warning citations issued by the department. Since the systems have transitioned from warning mode to live enforcement there have been 13,966 citations issued.

During 2011, the department has issued 1927 citations for red light violations and 17828 for speed violations. These numbers include warning citations. The speed violations constitute vehicles travelling at least eleven (11) miles per hour over the posted speed limit. The number of citations issued includes warning citations that were issued during the first 30 days after activation.





Are the traffic cameras having any effect on the driving habits of area drivers? Looking at the decline in traffic accidents at these intersections as well as a decline in violations tends to make one believe they have. As can be seen in the graph above, the numbers of citations per month have generally been declining and have started to level off as drivers have adjusted their driving habits. Additionally, there has been a 34% decline in motor vehicle crashes at these intersections. In 2010 there were 30 crashes. In 2011 there have been 20 motor vehicle crashes.

Muscatine Police Department Field Training Program

The Muscatine Police Department's Field Training Program is an intensive, hands-on training program that all new recruits are required to complete upon graduation from the Iowa Law Enforcement Academy. It is structured and organized training which is broken down into four steps or phases. Each step is comprised of a set number of training task lists, which the probationary officer, under the guidance of his/her Field Training Officer (FTO), must master and sign off on. As the probationary officer progresses through each of the steps, he/she is expected to take on more of the work load and demonstrate a continual growth in overall self proficiency. Upon successful completion of the fourth step, the probationary officer is allowed to begin solo patrol. Each step is approximately one month long but may take longer under extenuating circumstances. The officers that oversee all of this training are known as the field training cadre. The cadre is comprised of all active FTO's, the FTO coordinator and the FTO commander.

The FTO commander is the Patrol Captain Steve Snider. The FTO coordinator is filled by the 2nd Shift Patrol Sergeant Les Wegter. The coordinator is responsible for creating and maintaining the training schedules and training tasks for the probationary officers. The coordinator will facilitate monthly cadre meetings whenever a probationary officer is in training. Should a probationary officer begin to show performance deficiencies during their FTO training, the coordinator will meet with both the probationary officer and his/her FTO and assist them in developing a plan of action that will help the probationary officer bring his/her performance back up to an acceptable level. The FTO coordinator reports to the FTO commander and keeps the commander apprised of probationary officer's progress.

The most crucial position in the field training cadre is that of the Field Training Officer (FTO). The FTO is responsible for conducting all training and completing daily evaluations of the probationary officer's performance. Beginning the first day a probationary officer arrives from the academy, he/she is assigned to an FTO and they become permanent partners throughout the first step of training. This FTO is known as their primary FTO. The probationary will then rotate to two more different FTO's for steps two and three before rotating back to his/her primary FTO for step four of their training. The primary

FTO is then able to see how far the probationary officer has advanced in his/her training. The primary FTO will be the one who recommends the probationary officer advance to solo patrol.

Becoming an FTO (Field Training Officer) is completely voluntary and officers wishing to become an FTO must go through an application process. Once their application is received it is reviewed by the entire FTO cadre. The officers applying must have a solid work record free of any disciplinary issues. They must be self motivated and able to work well in a team environment. Only officers that have demonstrated an above average work performance are considered for appointment as an FTO. Once the field training cadre votes on which candidates to recommend, those candidates are then reviewed by the FTO coordinator and the FTO commander before final approval is given. Once an officer is selected to become an FTO, he/she is sent to a 40 hour course, which teaches them how to train, evaluate and document the probationary officer's performance.

Some of the recent struggles that have been experienced with this program are the lack of the necessary Field Training Officer training courses. This has put an increased workload on the current FTO's to have to devote increased time and energy into training officers. In 2011, 6 new officers have successfully completed training program and are now actively working on patrol shifts. This year's 7th new officer will be graduating Iowa law Enforcement Academy in early December and will start field training.

The Field Training process has progressed to the point where we must consider ways to become more efficient with time and resources. One way this can be done is with implementation of Field Training software. There are different software systems available to assist agencies with this training process. This would greatly streamline the training tasks, and be used as a tool for the FTO's to be more effective, spend more time on actual training and less time on documentation paperwork.

The officers selected to become FTO's are some of the best the department has to offer. The majority of FTO's see advancement into special assignments or through promotion. This was one of the busiest years they had seen in recent history. The months that FTO's are assigned to train are very time consuming for them and they generally have little time for anything else. They do this willingly, without complaint and minimal compensation for taking on the extra

duty, because each FTO understands the importance of turning out a competent and self sufficient officer at the end of the training process.

The department continues its implementation of a mentoring program for all new recruits. The program works by pairing a seasoned officer (mentor) with a new recruit. The mentor then takes on the role of coaching the new officer as they transition into their new law enforcement career. The mentor will help the new recruit with everything from finding a place to live to learning and understanding the department's philosophies and politics. The goal of the mentoring program is to increase the department's retention of new officers.

Becoming a mentor is also a voluntary assignment. The mentor fulfills a different role from that of the FTO, therefore they cannot be one in the same. Those officers who volunteer for the mentoring program are screened for their suitability for such an assignment prior to being appointed. In 2011 we've had seven new recruits that have been assigned mentors. We are hopeful that this program will become a successful component in our efforts to slow down the turn over rate within the department by helping our new recruits become better adjusted and more comfortable with making Muscatine their permanent home.

The Special Response Team

The Muscatine Special Response Team (SRT) is a specialized unit consisting of individuals who have received additional training in weapons handling and tactical maneuvers. The SRT consists of long rifle marksmen, tactical operators and tactical emergency medical personnel, (TEMS). The number of members on the SRT fluctuates depending on manpower, school availability and interest. The department currently has (5) long rifle marksmen, (10) tactical operators, and (3) TEMS members. Assignment to the SRT is completely voluntary and officers wishing to be considered for the team must go through an application process.

All SRT members must satisfactorily complete a physical agility test and demonstrate a minimum 90% proficiency with their assigned weapons. Every member is put through a basic SWAT course prior to being activated as a member. This is usually a week long course and teaches the team member the basics of team movement, dynamic and stealth entry techniques and breaching techniques. Long rifle marksmen are put through a sniper course, which covers stalking techniques and hones shooting skills. Team leaders receive training in tactical operations planning and execution. The (3) TEMS members are paramedics from the Muscatine Fire Department who are also sworn law enforcement individuals. This allows for emergency medical care to be readily available to team members, crime scene victims and suspects.

The Muscatine SRT was officially organized and conducted its first operations in 2001. Since that time, it has been used for the execution of high risk search warrants, to contain and/or engage armed barricaded subjects who have demonstrated a propensity for violence and in a joint hostage rescue mission with the state tactical team. On one occasion it worked jointly with the US Secret Service to provide sight security for a visiting dignitary.

The SRT has continued in its effort to explore new tactics and stay current in the team's methods of operations. SRT members have built lasting liaisons with other region 5 tactical teams. This has helped the department to establish common ground in both tactics and operational standards with the other area teams and these contacts have given us valuable resources we can draw upon should the need ever arise.

Activities

SRT members participate in one training day per month. Members train at handling various scenarios which will cover everything from search warrant raids, barricade/hostage situations to active shooter situations. The SRT also trains in a variety of environments and learns tactics associated with tubular assaults, vehicle assaults, and residential assaults as well as commercial and industrial assaults. This training will often involve the use of role players which helps make the training as realistic as possible. In the past, the SRT has conducted training for the entire patrol division in how to handle an active shooter situation. The SRT has worked with several local companies regarding preparedness for such events and trained in their facilities using their employees. This year the SRT has continued efforts to reach out to area businesses and schools conducting more of the same type of training.

Twice this past year the SRT conducted training for all patrol members. The first training session involved safe entry and searching tactics, the second training session involved proper protocol and tactics as a first responder to an active school shooting. The active school shooter training was conducted in one of the Muscatine schools with role players being used to enhance its effectiveness.

SRT members also attended active shooter training that had been sponsored through the Department of Homeland Security. Members of the Muscatine School District and Muscatine Fire Department were also attending. This training helped open discussion regarding the roles of each individual agency if such an event occurred and created a new understanding of how the different agencies could work together for the most favorable outcome.

Goals

The SRT will continue to strive for improvement and is always looking for new ways in which the team can better serve the citizens of Muscatine. The SRT will continue to seek out training opportunities which offer new tactics and equipment that will help improve our efficiency and expand on our ability to handle the situations the team is called upon for.

In the upcoming year the SRT is hoping to secure Sim Munitions and equipment, which will allow the SRT and officers of the department to advance their training to an even more realistic level. Sim Munitions are paint rounds

that get fired through the officer's duty sidearm or department rifle. It allows officers the ability to train with their weapons in realistic high stress scenarios where the officer is receiving and returning fire. This type of training is invaluable when it comes to teaching officers how to overcome stress and adrenaline.

The SRT has continued to outfit and upgrade the van the department purchased last year to transporting the team and its equipment during call outs. The van has been in use since its purchase and the on-going work is expected to be completed soon. The van has also been structured to serve as a mobile command post so it might be used in any disaster situation.

CANINE OPERATIONS

The Muscatine Police Department did not have a K-9 team in 2011. In 2010 the department's previous handler resigned for other employment opportunities and his K-9 partner, Alec, was retired due to the dog's age. The Muscatine City Council approved the expenditure for a new K-9 team in the 2011/2012 budget and the department is currently making plans to fill that position.

The new team, which consists of the handler and his canine, will be trained by the Illinois State Police in Springfield, Illinois. The new dog will be purchased from Von Licke Kennel's in Denver, Indiana. Officer Daniel Grafton has been chosen to fulfill the handler position and will be traveling to Indiana sometime in late January or early February of 2012 to pick out his new partner.

Officer Grafton and his partner will attend an intensive 8 week training program at the end of February, which will certify them in both street patrol tactics as well as narcotic detection. Once their training is complete, the team will be able to track suspects, search buildings for hidden persons and/or narcotics, search vehicles for narcotics, and search open areas for articles of discarded evidence.

Throughout the years the K-9 program has played a vital role in aiding the department's ability to effectively solve crime and keep drugs off of the streets. The void created by the absence of a K-9 team has truly been felt. Several times this past year we have relied on the Muscatine County Sheriff's Office K-9 unit to assist us and when they have not been available we have gone without. The Department is excited to be able to add this addition back into our operations and look forward to moving ahead with the new program.

What Else Do We Do?

Extra duty assignments have become a necessity within the Muscatine Police Department. Many non-probationary and probationary officers alike within the department are involved in an extra duty expertise, with many officers being committed to more than one area. Their dedication to the City of Muscatine in their perspective areas forces them to work additional hours outside of the traditional forty-hour work week. Some of the assignments referred to here include:

- Domestic Abuse Investigators- 5 officers
- Serious Traffic Accident Investigators- 3 officers
- Field Training Officers- 4 officers
- Firearms Instructors- 5 officers
- Emergency Response Team- 15 officers (including snipers)
- Hostage Negotiators- 4 officers
- Crime Scene Technicians- 7 officers
- Defensive Tactics Instructors- 3 officers
- Defensive Driving Instructors- 2 officers
- Chemical Munitions Instructors- 2 officers
- CPR/AED/First Aide Instructors- 3 officers
- Drug Recognition Expert- none at this time
- K-9 Handler- 1 officer beginning in 2012
- School Resource Officers- 1 officer & anticipating 1 more in 2012

These listed assignments are a vital part of the effectiveness of the Muscatine Police Department. We are fortunate to have police officers who are dedicated to these programs and realize the vital part they play in offering a professionally versatile and well-rounded law enforcement service to the citizens of Muscatine.

Along with these additional duties comes the requirement of additional training to maintain certifications, as well as continuing education requirements, as many of these areas are ever-changing. The officers involved in these assignments are required to keep themselves current in new techniques being developed in things such as Defensive Tactics, Crime Scene Technician, Firearms Instruction, etc... Officers also need to keep up with the new case law that is developed in their areas of expertise to help protect the City, the officers they train and themselves from unnecessary liability. The training involved in

maintaining these Instructor Certifications make up much of the Departments training budget.

Officers in the aforementioned positions do so without receiving additional compensation from the City of Muscatine for maintaining their areas of expertise. The officers are only compensated additionally when they are called upon to perform in their area(s) of expertise during their off-duty hours. As can be expected, some of these areas discussed are called upon more than others to perform their assignments. These officers maintain a level of readiness to perform these duties without additional compensation from the City of Muscatine which reflects greatly on their dedication to duty and the citizenry of Muscatine.

Some additional assignments are needed to keep pace with the growing demand from the public to deal effectively with identity thefts, exploitation of minors (preying on minors via the internet) and other cyber crimes such as these.

2011 Conclusions

“Face of Change”

2011 has brought many changes in chain of command within the Muscatine Police Department. We started out in February with the promotions of a new Chief of Police, Captain of Patrol, 1 Lieutenant, 2 Sergeants, and 2 Corporals. This made for a challenging and exciting year. All these changes have made us a better department that works towards a team concept.

As the year is coming to a close we also saw major changes in patrol personnel. The department hired six (6) new patrol officers. In addition to that we had a couple of officers leave the department to pursue careers with other law enforcement agencies.

We, as a city, have been fortunate to have experienced relatively low fluctuations in crime throughout the community during the past couple of years. Violent crimes, such as murder decreased 100% in 2011, while there was a 12% rise in sexual assaults and an 11% rise in assaults. Property crime, in the form of burglaries, vehicle thefts and shoplifting, has also risen in the last year. This may attributed to the current state of the economy. The statistics have shown that remaining crimes remained consistent or were lower than the prior year.

The department was granted a new K-9 unit for fiscal year 2011-2012. We currently have an officer that has accepted the position and will attend training in Illinois in early 2012. This will be a 10 week program put on by the Illinois State Police in Springfield, Illinois.

The department was awarded the 2011 Federal COPS grant for two officers that will allow Street Crimes to start up again. The department will resurrect the Street Crimes Unit in the early spring to deal with the gang problem. One officer will be assigned as a Street Crimes Officer and the other a School Resource Officer. The COPS funding covers the first three years for the two officers. The city and the school district will pick up fourth and final year of funding. The Muscatine School District has agreed to fund 75% in the final year of the grant to help pay for the SRO.

The department is in the process of becoming reaccredited for the fourth time through CALEA in 2012. This had been in the works for the last couple of years. In 2011 we assigned a Sergeant to be in charge of Accreditation and the

automated traffic enforcement. He has the task of seeing that our department is in compliance with that of the Commission on the Accreditation of Law Enforcement Agencies (CALEA) national standards.

As the budgets for 2012/2013 are being formulated the city will once again need to assess the priority of law enforcement and how this transfers to General Fund allocations for personnel.